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Approved For Release 2002/09/04 : CIA-RDP78B04747A001900030054-0

May 11, 1967

[redacted]
Contracting Officer
Post Office Box 8043
Southwest Station
Washington, D. C. 20024

[redacted]
Subject: Task Order No. 17(8621)67 R
[redacted]

Your letter to [redacted] informed us that you had observed a number of shortcomings in the manner in which [redacted] personnel were executing the subject task order. As you note, the substance of your comment was conveyed earlier in an informal discussion between your technical project office and our project leader. Action was taken immediately on a scale indicative of our total commitment to the success of the program.

Reviewing briefly, the shortcomings noted were (a) lack of coordination among themselves, (b) insufficient utilization of Phase I experience, (c) unreadiness to perform tradeoff analyses, (d) ineffective use of time and travel, (e) insufficient coordination with Center Components, (f) inadequate preparation for interchanges with Center Components Chiefs, and (g) failure to reach a "position" on the Product Set (Task 1c). It is certainly of value to us to be informed of any signs of letdown in our technical practices, methods, or management so that we can take corrective action before substantive aspects of the program are seriously affected.

Following the informal notice of your dissatisfaction, on March 23, the program was subjected to an intensive review, from which it became apparent that the amount and depth of coordination required in the subtasks would be greater than either of our organizations had predicted and that the schedule was extremely demanding considering the highly complex, intellectual nature of the program. The major actions we decided upon were (1) to relieve [redacted] of all other responsibilities and assign them full time to the program for its duration and (2) to transfer the entire team to Washington, D. C., for a period of six weeks. The first action was designed to remedy shortcomings noted in (a), (b), (d), (e), and (f) by providing technical management strength to assure that newly cleared personnel were properly oriented and that all personnel coordinated their effort fully and

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efficiently with one another and with Center Components. The second action was designed to remedy the shortcomings noted in (c) and (g) by concentrating thought and effort intensively on difficult technical and systems problems.

The manner in which corrective action was taken reflects the understanding of the importance of the program at [] and the dedication to its success not only by management, but also by the investigative personnel. Our technical personnel and management worked with great determination, often contributing their own time, to reverse, not merely arrest, any slippage in quality or delivery. As a consequence, we have as of this date been able to prepare and coordinate the draft memoranda for eleven subtasks and to prepare nine of the corresponding subtasks for sign-off. These accomplishments are compatible with the established principal contract dates for system design, and the overall program is on schedule.

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[] is, of course, aware that under the terms of the contract, performance plays an important part in determining whether or not an award fee is deserved. We trust that we have indicated to the technical representative our concern for performance excellence and are confident that, on our present course, we will achieve an outstanding contract completion.

We deeply regret that it has been necessary for the Center to call an unsatisfactory situation to our attention, but sincerely appreciate the opportunity given us by your timely notification to make the necessary corrections. To confirm the adequacy of the corrective measures taken, we would invite your further comment on the effectiveness of our performance subsequent to March 28, 1967.

Very truly yours,

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HFW/DFL/ljb

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